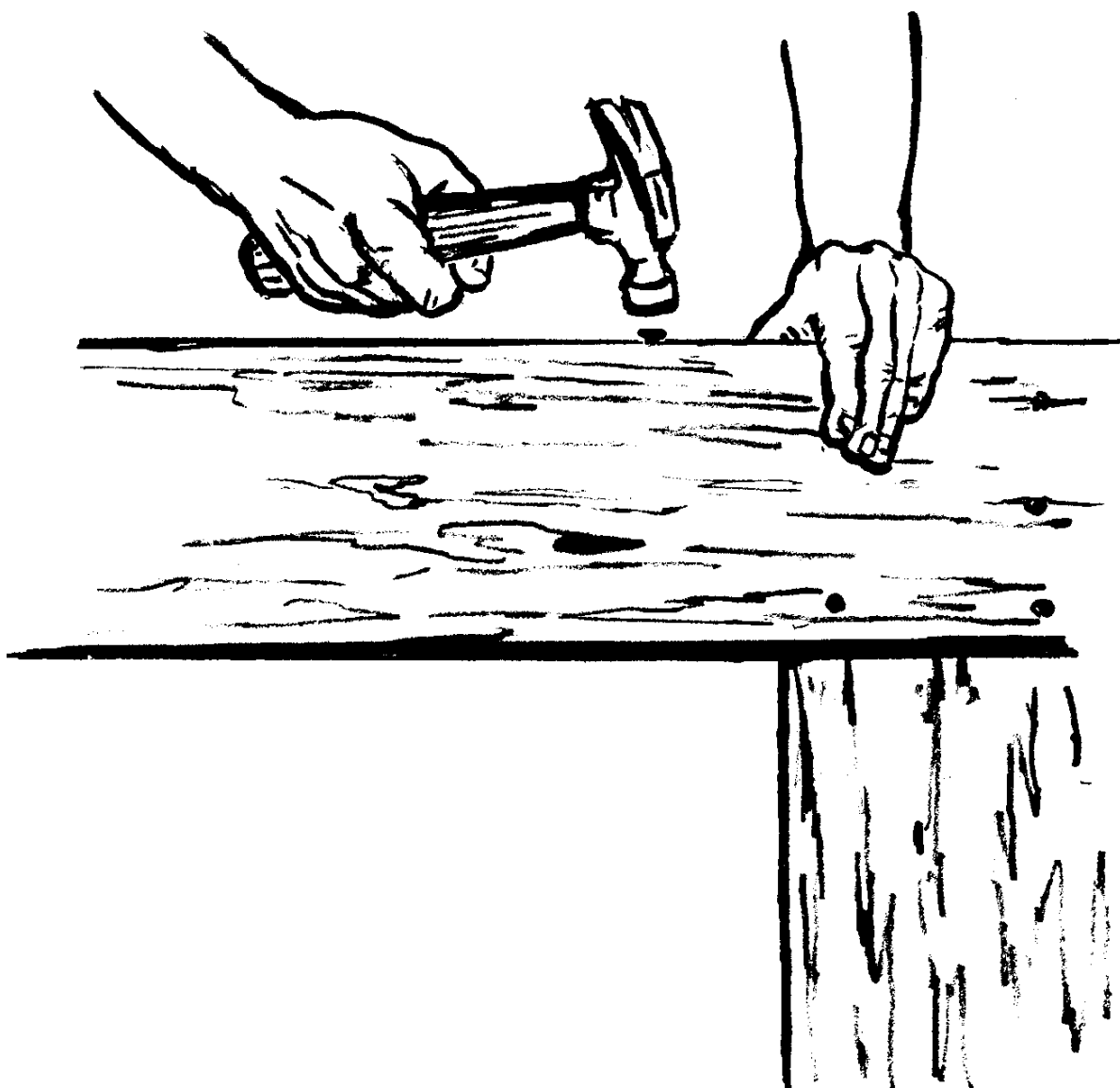


# RECOVERY

## UNIT 6



# Introduction

The final phase of emergency management is RECOVERY. Recovery can be divided into short-term and long-term recovery efforts. Short-term recovery grows out of the response effort. During the response phase, emergency repairs to buildings are made as protective measures against further damage or injury.

SHORT-TERM RECOVERY is the restoration of vital services and facilities to minimum standards of operation and safety. During short-term recovery, severely damaged buildings are scheduled to be replaced or removed, water and sewer repairs are made, and electricity and telephone service returned to normal.

LONG-TERM RECOVERY may continue for a number of years, as the community slowly returns to pre-emergency or better conditions. Long-term recovery may include the complete redevelopment of damaged areas.

## THINGS TO DO

*Review the last major emergency in your area and list the short-term and long-term recovery efforts. Note if any of the long-term efforts are still in operation. If you are new to the job, conduct your review with local officials who were present at the time. If you live where there has not been a recent major disaster, review the recovery needs of one family or business after a fire, or visit an area that has had a disaster, to get an idea of the problems of recovery.*

As an emergency program manager, your role during the recovery phase of emergency management is just as vital as it was in the mitigation, preparedness, and response phases. A key element in the recovery phase is to keep your eyes open for ways in which to reduce your community's vulnerability to a repeat of a similar emergency. Also, you will continue to be your community's liaison with the state and federal assistance programs.

**Figure 6-1: Keep your eyes open for ways to reduce the effects of hazards in the future**



# Recovery Assistance

There is no clear cut distinction as to where response ends and short-term recovery begins. For example, if a public works crew is dispatched to board up a building, this is part of the response effort. If in the process they make emergency repairs to the building, this is part of the recovery effort. In general, the plans for the recovery effort are probably made during the response phase of emergency management. For example, the damage assessment necessary for requesting federal assistance is made during the response phase as you are responding to the needs of the community for assistance. When the assistance arrives, that part of the recovery phase begins.

Few communities could expect to recover from a major disaster without assistance from their state or federal government. If a major disaster occurs, you should be prepared to request federal or state aid.

## Documentation

The most common reason for failure to obtain federal assistance is lack of adequate documentation. Documenting a disaster simply means providing evidence or proof of what happened. Photographs of the damage provide the most irrefutable evidence. Take pictures of the damage, the repair work, and completed restorations. You cannot take too many pictures.

Keep careful records of expenditures of time and money. If you have approached damage assessment in a systematic way,

as you learned in the last chapter, your costs will be well documented. Federal and state agencies require an audit trail from the selection of expenditure to a canceled check and proof that the work was completed. If you cannot provide proof that money was spent, you cannot expect to be reimbursed for the expenditure. In summary, you will have good documentation if you:

1. Take pictures of damage and repairs.
2. Take notes on damages and repairs.
3. Clip and file press reports.
4. Record all expenditures.
5. Get all others to do the same.



**Figure 6-2: Document your losses.**

## How to Get Aid

The federal, state, and local governments must work together in any major emergency. The emergency assistance plan is based on each level of government beginning assistance when the next lower level is overwhelmed by the scope of destruction caused by the disaster. The exact procedure to get federal or state assistance varies from state to state, but the following describes generally how it is done.

When the emergency or disaster occurs, the emergency preparedness plan is put into operation and the EOC is staffed. The state emergency management office is notified. As soon as possible, a damage assessment should be made. Expenditure records and photographs of damage should also be initiated.

If your initial assessment results in the need for resources beyond your local capability, your state emergency management office should be notified of this fact immediately. Most states require the chief executive of the local government to officially request a governor's declaration of disaster in order to obtain state assistance. The local damage assessment and the report to the state emergency management office are the responsibility of the local emergency program manager.

The state, acting on the information provided, will dispatch personnel and equipment to the disaster area and assist in the response and recovery effort. If it appears to the state that federal assistance will also be required, FEMA will also be alerted to the situation. FEMA may also dispatch representatives to the area.

As the local emergency program manager, you would then work with the federal and state personnel in an expanded assessment of the damage to your area. Out of this joint assessment will come an estimate of the types and extent of federal disaster assistance that may be required. If a **PRESIDENTIAL DISASTER DECLARATION** appears to be warranted, your state emergency officer would request the governor of your state to submit an official request for a presidential declaration. Supporting damage and local commitment information would be sent with the request.

Only the governor or acting governor of your state can request a federal disaster declaration by certifying the expenditure of state and local funds and implementation of the state emergency plan. The state will assume most of the responsibility for seeking federal assistance. As the emergency program manager, you will be responsible to provide the state officials with the necessary documentation to support the request for federal aid.

A governor's request for a declaration can result in three responses from the federal government, each with a different form of assistance. The federal government could:

- A. Issue a Presidential declaration of a **MAJOR DISASTER** which would free all the resources of the federal government for assistance.
- B. Issue a Presidential declaration of **EMERGENCY** which would focus on specific assistance needed to save lives, protect property, public health and safety, or lessen the threat of future disaster.
- C. Provide **DIRECT ASSISTANCE** from various federal departments

through their own emergency or normal programs without a Presidential declaration.

### THINGS TO DO

*Determine what emergency or contingency funds are available from your state emergency management office and what the specific procedure is in your state to request federal assistance. Write down the procedure and insert it in your plan.*

### What to Expect from Federal Involvement

If the President declares an EMERGENCY or MAJOR DISASTER, a Federal Coordinating Officer (FCO) will be assigned to coordinate federal assistance. The governor will appoint a State Coordinating Officer (SCO). The SCO is the main liaison between the FCO and state and local officials. The SCO will be your main contact.

Once on the scene, the FCO is responsible for an initial appraisal of needed assistance. The FCO is also responsible for coordinating all the federal agencies and programs involved in assistance plus, in most cases, the private relief efforts of the American National Red Cross, the Salvation Army, The Mennonite Disaster Service, and others.

A DISASTER RECOVERY CENTER (DRC) may be set up. Such a center is usually staffed with federal, state, and local officials as well as representatives from the private relief organizations. A Disaster Recovery Center is a centralized location for assistance to individuals. Figure 6-3 lists the forms of assistance

which may be available. It is up to the FEMA regional director to decide which types of assistance will be offered.

Applications for aid from individuals are made right at the center. This single application procedure is designed to secure aid as efficiently as possible and with minimal burden on the applicant. Counseling is also provided to help the applicant through the post-disaster recovery process. The victim is guided through the application process and given help in selecting likely sources of aid.

### DRC Assistance

- Temporary housing
- Mortgage or rent payments
- Unemployment payments
- Job placement counseling
- Low interest loans to individuals, businesses and farmers
- Food coupons
- Individual and family grants
- Legal services
- Consumer counseling
- Mental health counseling
- Social Security assistance
- Veterans assistance

**Figure 6-3: Assistance available through a Disaster Recovery Center.**

# How Well Have You Learned?

## SELF TEST REVIEW

Answer the following questions to test your knowledge of this part of Unit 6 facts. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 6-8.

1. In addition to time, what are the differences between short-term and long-term recovery efforts.

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2. List two vital roles for the emergency program manager during the recovery period.

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3. Documentation is important to your receiving federal assistance. What are four things you can do to insure good documentation?

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4. What kind of assistance can you expect from a presidential declaration of:

MAJOR DISASTER

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EMERGENCY

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5. What kind of federal assistance does not require a presidential declaration of a major disaster or emergency?

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6. Which government official is responsible for assessing recovery needs and coordinating resources for federal agencies?

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7. What is the purpose of a Disaster Recovery Center (DRC)?

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## **CORRECT ANSWERS TO SELF TEST REVIEW ..... Review Pages**

1. Short-term recovery involves the restoration of vital services and facilities to minimum standards of operations and safety. Long-term recovery is returning the community to pre-emergency or better conditions and may include complete redevelopment of damaged areas or their relocation away from a hazardous zone.....6-2
2. Liaison with state and federal agencies, and seeking ways to reduce the vulnerability of your community to a similar disaster .....6-2
3. Take pictures, take notes, clip press reports, and record all expenditures .....6-3
4. MAJOR DISASTER-all the resources of the federal government; EMERGENCY-specific assistance needed to save lives, protect property, public health and safety, or lessen the threat of future disaster.....6-4
5. Direct assistance .....6-4 and 6-5
6. Federal Coordinating Officer .....6-5
7. To provide a centralized location where disaster relief agencies help victims determine needs and resources .....6-5

For every question that you answered incorrectly, review the pages listed above next to the answer to find out why your answer was incorrect.



# Community Expectations About Aid

What does a community expect after an emergency or disaster? In most cases, the local community does not know exactly what type of local, state, or federal aid to expect. However, they expect you as the emergency program manager to know. Most communities will expect the emergency program manager to be totally familiar with the state and federal assistance programs.

How do you find out about what type of aid is available? Most emergency program managers and government officials who have had disaster experience recommend that some type of pre-disaster RECOVERY PLANNING be done. Most local governments usually find themselves in circumstances that exceed their resources during a disaster and need state and federal assistance. As an emergency program manager, you should know what to do. The community expects this of you.

## THINGS TO DO

*Find out what recovery assistance programs have been used by your community in the past. If assistance to your community has been limited, arrange to meet with an emergency program manager in a neighboring jurisdiction who has had disaster experience. If disaster assistance has been limited in your entire area, see if you can organize a group of emergency program managers and have a state official or an emergency manager from a distant area with disaster experience speak to the group.*

A good way to become familiar with some of the assistance programs available is to review what programs have been used by your community in the past. A review of this type will give you some idea of what is available, and make your formal investigation into other programs easier to do.

## Federal Assistance

In the previous section, you learned the basic outline on how to go about seeking federal assistance. Now you will learn more about the specific types of aid that are available from the federal government.

There are several resources available to help you identify the types of aid available. FEMA publishes a Program Guide to FEMA assistance as well as the Digest of Federal Disaster Assistance. Various groups in the private sector, most notably the Red Cross, have undertaken efforts to catalogue available assistance for individuals and local governments.

You can use these guides to find out about the single greatest source of federal disaster assistance, the Disaster Relief Act of 1974 (Public Law 93288). This Act of Congress is implemented by FEMA following a federal declaration of an emergency or major disaster.

Federal aid may come in the form of grants, loans, loan guarantees, or technical assistance. A federal GRANT is a direct gift of money from the government. You must apply for a grant.

If you have a member of your community who is skilled in grantsmanship, their expertise would be a valuable asset. Grants take time to get. They also usually require some type of matching funds from the local community. Before applying for a grant, make sure your community can afford the matching fund requirement and that it is capable of maintaining the project to completion.

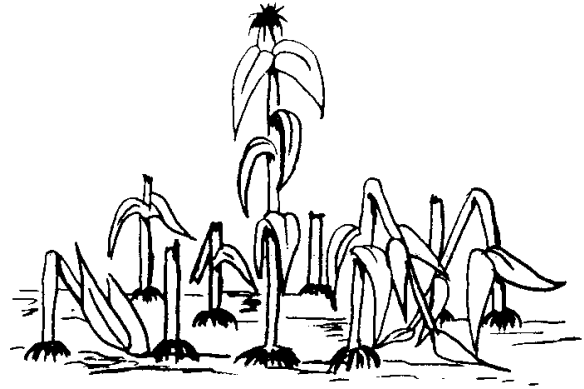
The federal government may also supply low interest loans or loan guarantees. A **LOAN GUARANTEE** is simply a guarantee to a local bank or lending institution that a loan will be paid back. For example, if a local businessman takes out a guaranteed loan and goes bankrupt, the federal government is responsible to repay the unpaid portion of the loan. You can be sure the government is very careful in deciding who qualifies for a guaranteed loan.

**TECHNICAL ASSISTANCE** is usually provided in the form of experts who possess skills which are not available in the local community. For example, an agricultural expert may be sent in to assess crop damage or the Army Corps of Engineers to help plan future flood control.

Let's look in a little more detail at some of the specific types of federal assistance.

### **Agriculture**

Agricultural disasters could range from reclaiming land after a flood to major crop damage as a result of drought or insect infestation. There are several types of agricultural assistance programs. **GRANTS** are available for the purpose of removing damaged timber from privately



**Figure 6-4: Assistance is available to recover from agricultural losses.**

owned lands when it is in the public interest to do so. The local government may be authorized to reimburse any person for expenses incurred in removing damaged timber which poses a threat to life, property, or creates a flood hazard. **DIRECT PAYMENTS** are available to farmers when they are prevented from planting or suffer substantial loss on planted acres because of drought, flood, or other natural disasters beyond their control.

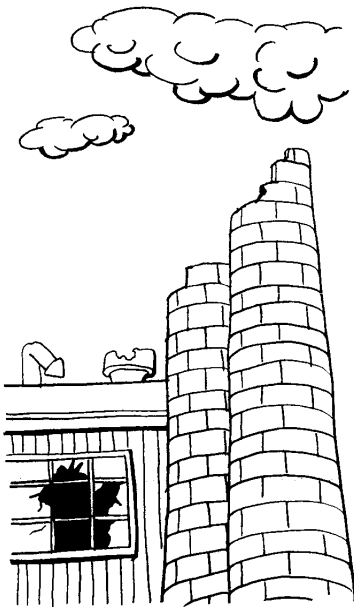
Emergency guaranteed/insured loans are available to help farmers and ranchers cover their losses resulting from a disaster and return the operation to a sound financial position. **INSURED LOANS** are also available for irrigation, drainage, and other soil conservation measures. Farmers can also get **CROP INSURANCE** to ensure that they will have a basic income in the event of drought, freeze, insect, or other natural causes of a disastrous crop loss. There is also an **EMERGENCY FEED** program to assist in the preservation and maintenance of livestock where there is not sufficient feed because of a natural disaster.

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## Business

The Small Business Administration provides long-term LOW-INTEREST LOANS for sources of employment in a disaster area so that they may resume operations as soon as possible in order to assist in restoring the economic viability of the community. Business and industrial grants are also available. GRANTS may be used for financing industrial sites in rural areas including the acquisition and development of land and the construction, conversion, enlargement, repair, or modernization of buildings, equipment, access roads, and other purposes. Loans are also available to provide working capital for the expansion of a business if it creates substantial new permanent employment.

ECONOMIC DISLOCATION LOANS are available to assist those otherwise financially sound businesses in the impacted regions that will either become insolvent or be unable to return quickly to their former level of operations.



**Figure 6-5: Aid to businesses.**

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## Emergency Services

In anticipation of, or after a presidential declaration of a major disaster, FEMA may provide TEMPORARY COMMUNICATIONS FACILITIES. Other emergency services provided include food, water, mass feeding and shelter services in time of natural disaster. Grants are available to remove debris and wreckage resulting from a major disaster from both public and private lands. MANPOWER AND EQUIPMENT for the law enforcement, medical evacuation, refugee evacuation, and aerial and mobile search and rescue operations can be obtained. Finally, temporary public transportation services may also be provided.

Perhaps the most common emergency service provided by the federal government is the FORECAST AND WARNING SERVICE for all weather.-related natural disasters such as hurricanes, floods, and tornadoes.

Grants are also available to assist in the RECONSTRUCTION and repair of highways and roads in a disaster area. Grants may be used for planning, surveying, right-of-way acquisition, new construction, reconstruction, and repair of unsafe bridges. The Environmental Protection Agency as well as the U.S. Coast Guard are also ready to respond if it appears ENVIRONMENTAL DAMAGE may occur due to a pollution discharge.

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## Fire Suppression

Federal assistance is available for the SUPPRESSION of any fire on publicly or privately owned forest or grassland which threatens to become a major disaster. Grants, research contracts, and technical assistance are also available to prevent fires. These include programs to improve suppression techniques, building construction techniques, and human behavior in fire situations.

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**Figure 6-6: Fire Assistance.**

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## Flood Prevention and Protection

The National Flood Insurance Program makes INSURANCE available against flood-related losses to buildings and contents of property owners and renters in communities that have agreed to adopt and enforce wise floodplain management practices. NFIP provides the communities with maps of their special flood hazard areas and offers technical assistance in adopting and enforcing required flood plain management ordinances and regulations.

Specialized services and funds are available from other federal agencies, such as the U.S. Army Corps of Engineers, to lessen the effects of floods through structural FLOOD CONTROL projects such as dams and levees.

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## Health Services

After a presidential declaration of a major disaster, funds for CRISIS COUNSELING services and the training of disaster workers are available from FEMA. Also, at the request of FEMA, the appropriate federal agencies may respond to plan and supervise health programs, assist and advise in the establishment of programs for the control, treatment, and prevention of DISEASE, assist in the protection of the food and water supplies, and assist in the supervision and establishment of temporary cemeteries and grave registration.

Grants are available for the repair or replacement of HEALTH FACILITIES damaged or destroyed by a natural disaster. Grants are also available for the expansion and improvement of emergency medical services if they are found to be inadequate in times of emergency. Technical assistance and training are also available to assist in establishing and managing EMERGENCY MEDICAL SERVICES units.

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## Individual Needs

After a presidential declaration, LOANS are available for single family homes, including mobile homes, for those who are displaced. TEMPORARY HOUSING may also be provided at no cost to those who are displaced. Direct grants may be made to individuals or families to meet

disaster-related necessary expenses. Other types of aid available to individuals include legal services, unemployment assistance, tax information and educational assistance, emergency food stamps, and loans for refinancing, repair, rehabilitation, or the replacement of property.

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### **Community Assistance**

Loans and grants are also available for your local community. Areas which may be included are utilities RESTORATION, school CONSTRUCTION and equipment, REPAIR and restoration of public as well as private nonprofit facilities, and food distribution. COMMUNITY DISASTER LOANS are also available to provide funds to a local government which has suffered a substantial loss of tax and other revenue from a disaster.

A condition for receiving Federal assistance following a Presidentially declared disaster is that recipients must take measures to mitigate the hazards in the disaster area. To accomplish this, FEMA provides technical assistance and support for State and local mitigation planning. Also, the Interagency Hazard Mitigation Team or a FEMA/State Survey Team works with local government applicants to evaluate the hazards and develop mitigation plans.

#### **THINGS TO DO**

*Review your role as the emergency program manager as specified in your local emergency management ordinance for the recovery phase. Also, if your office does not have a copy of the Digest of Federal Disaster Assistance Programs get one as soon as possible from FEMA.*

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### **New Partners**

Recall when you were developing your community resource inventory in the Preparedness unit, individuals within your community who had special talents or equipment were included on your list. These individuals could be considered your partners in the response effort. During recovery, you will be developing relationships and working with a new set of partners.

Some of your new partners are already known to you, such as the officials from your state emergency management office and representatives from FEMA. In addition, you will continue to work with the people who helped you to assess the damage, such as tax assessors, and insurance and financial institution appraisers.

However, you will also need to work with new community resources or partners. You will probably develop working relationships with most banks and other types of financial institutions in the community. Just because the federal government insures or guarantees a loan, that does not mean that the money comes from the government. In most cases, the money comes from banks and savings and loans in your local community or surrounding areas. As such, you may be requested to help those in your community requesting loans, and even appear with them at some time in the loan application process.

As you begin the long-term recovery effort, you will also develop new relationships with people on various local government commissions and



**Figure 6-7: Recovery brings you into contact with a new set of emergency management partners.**

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departments. For example, you may find yourself working with the local government planning commission, zoning authorities, license and permit offices, and mitigation experts.

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### **Recovery Planning**

You and your partners in recovery will work together much better if you understand the recovery process and have a general plan for any recovery need. Such a plan should be attached to the preparedness and response plan you started earlier. Its primary purpose is to spell out the major steps for managing successful recovery. For each step you will also designate key partners, how to mobilize them and their roles. The plan should have at least the following seven steps:

1. Gather information
2. Organize for recovery
3. Mobilize resources
4. Plan, administer and budget
5. Regulate

6. Coordinate
7. Evaluate

Planning for recovery is not a common practice. Yet, recovering from disasters goes on far longer and costs much more than preparedness or response. It only makes sense that you look for chances to plan recovery.

During short-term recovery, buildings are repaired and people's immediate needs are taken care of, and assistance programs are put into effect. There is no clear cut distinction where long-term recovery begins. They are not two distinctly different phases of recovery. Long-term recovery is simply those recovery efforts which are still in operation long after the disaster. Long-term recovery includes everything from complete redevelopment of the disaster area to mitigation efforts to prevent a similar disaster on an on-going basis for years after the emergency.

Figure 6-8 shows the steps that are typically performed during long-term recovery. You will note the transition from action objectives (restoration of utilities, for example) to planning and coordination objectives. This suggests again the importance of recognizing that emergency management is a partnership with a wide variety of individuals and organizations and requires the whole range of management skills, from command and control, to coordination, to planning. The effective emergency program manager strives for a balance among these skills so that she or he plays an important role in all phases of emergency management.

**THINGS TO DO**

*Outline a general recovery plan which you could follow in the recovery phase of an emergency. Make a list, including names, addresses, and phone numbers, of those members in your community who may play a role in any recovery effort.*

**ACTIONS TYPICAL TO THE RECOVERY PERIOD**

	<b>Short-Term</b>	<b>Long-Term</b>
Information Gathering and Damage Assessment	Documentation— Photographic press clippings, written estimates.	Documentation— Records of expenditures. More detailed damage assessment.
Administration	Notification of State Emergency Management Office. Notification of FEMA. Identification of aid programs.	Submit applications for loans, grants, and technical assistance.
Mobilization	Restore utilities. Temporary housing and transportation. Secure hazardous property. Temporary food and clothing.	Implementation of federal assistance programs. Reconstruction of damaged areas.
Regulation	Assess needs for special laws or permits.	Get approval for proposed new laws or permits.
Planning	Short-term planning to return community services to pre-disaster levels.	Long-term master plan for community development.
Coordination	Coordinate transition from response to recovery.	Coordinate among federal programs, service organizations, and local resources.
Evaluation	Monitor recovery effort	Monitor recovery effort, evaluate if new aid is needed.

**Figure 6-8: Steps for short-term and long-term disaster recovery.**

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## Redevelopment as Mitigation

Sometimes, after a major disaster, an entire community changes by virtue of the fact that not much of the original community is left. Certain areas may be completely leveled, and new buildings must be designed to take their *place*. *REDEVELOPMENT* refers to the complete replacement of structures, not just structure repair. The redeveloped areas may or may not resemble the area as it appeared before the disaster.

Before redevelopment projects begin, you should be sure that all the appropriate officials are aware of why such heavy damages occurred. Redevelopment provides the opportunity to reduce the chances that similar structural damage will occur again. Your task is to point out that redevelopment officials (public and private) must think of ways to rebuild the damaged structures so that the next time the same hazard strikes, the impact will be greatly reduced.

Your job here is to get everyone involved to think about whether their decisions can reduce the potential for future disasters like this one. You should help city engineers ask themselves if building codes respond to this particular hazard. You should help planners ask themselves whether the damaged area should be rezoned for lower density uses. You should help residents ask themselves whether rebuilding in the area is not simply asking to suffer again. You should help bankers ask themselves whether redevelopment loans in the area are perpetuating misuse of land in the



**Figure 6-9: Redevelopment planning should include hazard analysis.**

community and human suffering from economic disruption.

You cannot be expected to know the answers to all these questions yourself. But, you should take responsibility for asking them, and ensure that your chief executive can decide when they have been satisfactorily answered.

Convene your key emergency management “partners” to conduct this *post mortem*. They will add their own very useful perspectives on the question, “What went wrong?” Also, involving them in this process will generate support for resource requests you feel compelled to make so that the same things do not go wrong again.

In this attempt to uncover problems, do not ignore the other side of the coin, "What went right?" Identifying the consistently good actions taken serves the purpose of building morale while pointing to effective functions in future program development. Finally, the success stories may serve as models for improvements by others. Effective parts of your operations may show how to improve less effective parts.

Often, changes in local laws such as building codes or zoning are much easier to get support for after an emergency which calls attention to their weaknesses. For example, suppose a major hotel fire occurs with loss of several lives. After investigation, it is determined that if the hotel had adequate sprinkler systems on all floors, only minor damage would have resulted. After such a disaster, it may be very easy to get mandatory sprinkler systems for all hotels into the local building and fire prevention codes.

In any redevelopment effort, always consider your local community's master plan for the future. Local officials often find themselves making decisions on restoration or redevelopment without a great deal of thought because of pressures from the community citizens to get redevelopment started. As an emergency program manager, your job does not end with the emergency operation itself. You should be prepared to assist your local officials and advise them if their redevelopment plans are not in the best interests of emergency management.

Remember, however, comprehensive planning takes time which is often not available in the aftermath of a disaster when social and economic pressures are

moving toward a quick return to normal. Mitigation objectives are not easily obtained, even during normal times.

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### Capitalizing on Events

One of the most effective ways to get needed support for emergency management programs is to make them highly visible in the aftermath of a disaster. Why? Because right after an emergency, local officials are most familiar with your efforts and the public is willing to listen. Don't ignore the public as a means of drawing attention to your program and motivating elected officials.

Funding for emergency management is usually one of the items of lower priority in a community's budget. Because of the economic and financial constraints put on most local governments, especially in inflationary times, local officials are often reluctant to raise taxes in order to institute new programs. As a result, funding for many emergency management programs is minimal.

How much your community is willing to spend on emergency management is often based on the history of the community. A community with no recent disasters or major emergencies is not likely to approve large expenditures for emergency management. However, immediately after a disaster or major emergency your local officials are more willing to listen to your needs as an emergency program manager. Don't pass up the opportunity to capitalize on their willingness to listen.

There are several methods which can be used to capitalize on a recent emergency. First, review what happened.

Were you prepared? What weaknesses were there in your preparedness plan? Did the recovery effort go smoothly? Did your EOC function as planned? Were communications adequate? There are probably over a hundred questions you could ask. However, the most basic question is "What are the lessons for the future?"

The next step is to determine what can be done to correct the problems you identified in your review of the situation. Do you need more communications equipment? Do you need more help on a day-to-day basis to keep your resource inventory up to date? Do you need additional help in your EOC during an emergency?

Recall in an earlier unit you were told to do a needs assessment. After a major emergency or disaster is another good time to do a detailed needs assessment. After a disaster your needs will be based on facts, not on probabilities.

The review of the disaster should also be made with a view toward mitigation opportunities. You should also assess your community's needs from the standpoint of changing or strengthening local codes or ordinances. As you learned earlier, ordinances can be effective tools of mitigation, in building standards and zoning, especially.

Once you have a good idea of what is needed, begin your campaign. Meet with your local officials. Explain the problems you had. Ask "What if it happens again?" After a disaster, with the memory still fresh in their minds, is one of the best times to make a presentation to them.



**Figure 6-10: What are the lessons for your next emergency?**

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If there are certain issues or needs which you feel absolutely must be met, muster public support. As you learned earlier, a good working relationship with the local news media can make your job much easier. Seek their assistance in getting the word out. You may even have to advocate unpopular positions, such as reorganizing offices to become more efficient. However, do not hesitate to suggest that you send up a trial balloon for an elected official. This is often an acceptable practice, for it allows the official to get feedback from the news media and constituents before he or she must take a stand.

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### **Recovery: Part of Your Job**

It should be clear to you that your job as an emergency program manager does not end when a disaster is over. Unlike the firefighters who return their

equipment to the station and wait for another call, your job is never over. In some cases, such as a hurricane or earthquake, the recovery stage may go on for years. Even in minor emergencies, battles over zoning changes or construction techniques may be fought in council meetings or commission hearings for several years. Don't ever get discouraged. The wheels of government turn slowly. Often the emergency program manager may be just the oil that is needed to make the wheels turn just a little bit faster.

#### **THINGS TO DO**

*Obtain a copy of the local zoning map for the emergency management office if you do not have one. Find out the procedure for obtaining a zoning variance.*

*Make a list of the decisions that would have to be made if the most probable hazard occurred in your community. What type of federal aid would you most likely have to apply for and how would you do it?*

# HOW WELL HAVE YOU LEARNED?

## SELF TEST REVIEW

Answer the following questions to test your knowledge of this final part of Unit 6 facts. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 6-22.

1. Write a definition for the following types of federal recovery assistance.

GRANT

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LOAN GUARANTEE

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TECHNICAL ASSISTANCE

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2. List seven steps which should be in your Recovery Plan.

(1)

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(2)

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(3)

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(4)

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(5)

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(6)

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(7)

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3. What is your mitigation responsibility during the redevelopment that follows a disaster?

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4. Why is making your emergency management program highly visible in the aftermath of a disaster an effective way to get needed support from government officials and the community?

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**CORRECT ANSWERS TO SELF TEST REVIEW ..... Review Pages**

1. GRANT—Direct gift of money from the federal government which usually requires matching funds.  
  
LOAN GUARANTEE—Guarantee to local bank or lending institution that a loan will be repaid.  
  
TECHNICAL ASSISTANCE—Usually experts who possess skills which are not available in the local community .....6-9 and 6-10
2. (1) Gather information  
(2) Organize for recovery  
(3) Mobilize resources  
(4) Plan, administer, and budget  
(5) Regulate  
(6) Coordinate  
(7) Evaluate .....6-14
3. To make certain that officials charged with rebuilding the community consider ways to rebuild damaged structures or local new structures so that the next time a hazard strikes the impact will be reduced.....6-17
4. Right after a disaster, officials are most familiar with your program and the public is willing to listen to your suggestions .....6-18

For every question that you answered incorrectly, review the pages listed above next to the answer to find out why your answer was incorrect.